



# CHIEF's Sight Picture

6 November 2002

## Force Development

“Our **goal** in implementing our new Force Development construct **is to make** that **investment in all career fields and all ranks more deliberately** than we do today in order **to better prepare us for the future and better meet your expectations...** **Most importantly**, we have made sure that **this new emphasis reflects a sincere respect for your time – time that you owe to other your families.**”



  
**AIR FORCE**  
Air & Space Power



# HQ Air Force Personnel Center

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## **Acquisition Officer Outreach Briefing**

AFPC/DPASA  
Acquisition Officer  
Assignments

# Overview

***AFPC***



- Force Development
- The Acquisition Career Fields
- Assignment Overview

# Force Development

Why Do We Need It?

**AFPC**



## Today:

- Narrow/deep AFSC perspective
- Chance development
- One size fits all career paths
- Little predictability & flexibility in assignment process
- High focus on developing competency skills
- Low focus on strategic leaders

## Tomorrow:

- Wider AF perspective
- Develop necessary skills and develop airmen
- Systemic, deliberate development
- Individual development plans
- Interchangeable senior leaders
- Better team builders

**Synchronized, Tailored Development...with a Purpose...to Meet AF Needs Today and Tomorrow!**

# Force Development Key Elements

**AFPC**

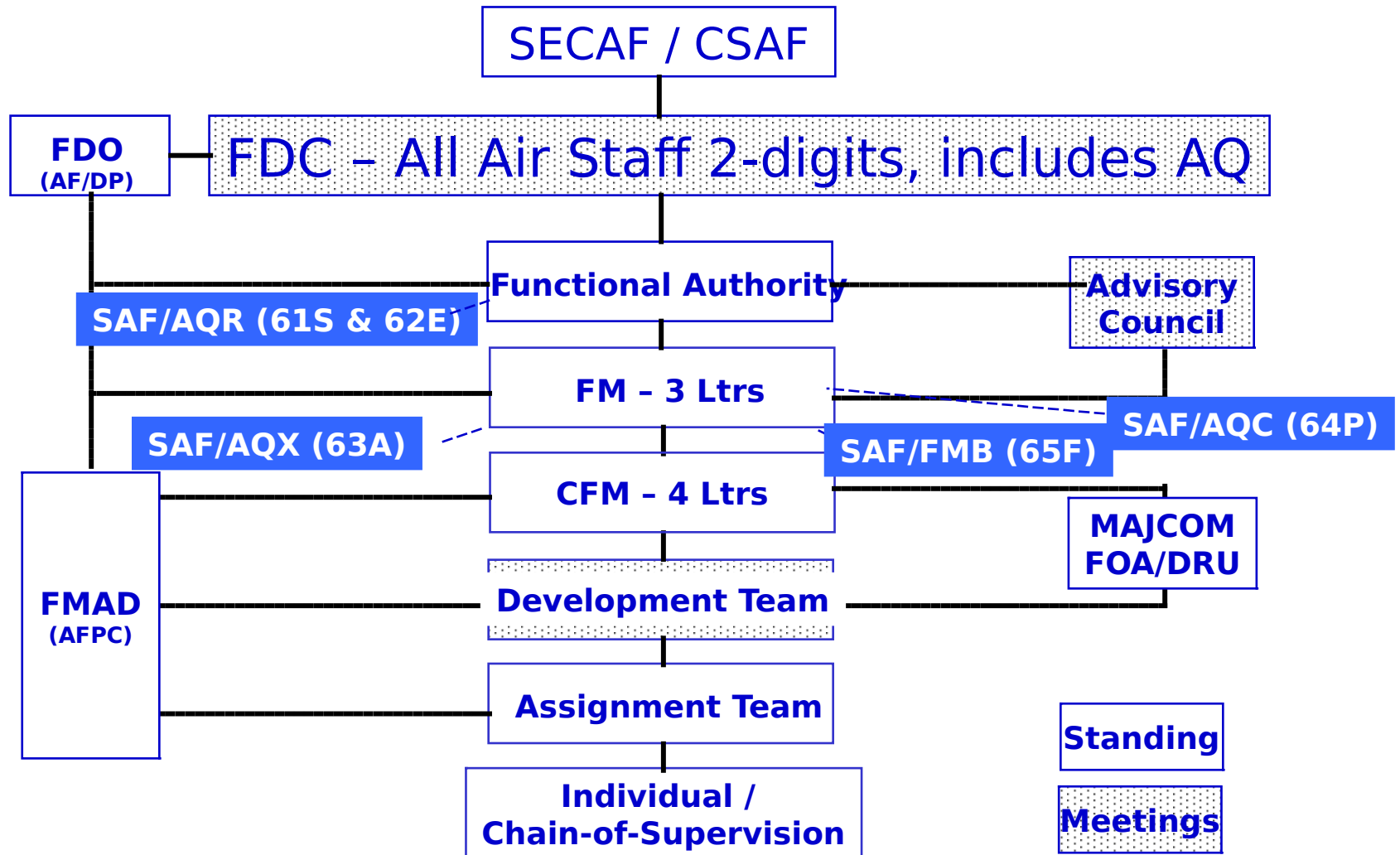


- Force Development Structure – Senior leaders from functional community, MAJCOMs, AFPC
- Development Teams (DT) – Force Development execution
  - All 6X DTs Formed / Chartered / Multiple Meetings
  - Consists of O-6s from each respective career fields
  - Focus on individual and career field development
  - Involved in special selection processes
  - Development Vectors / Guidance / Feedback
  - Assignment team is a non-voting member of the DT – Execution and Assignment Authority
- Career Planning Diagram – Career path guidance (draft) identifies each element of a career path plan (Tactical/Operational/Strategic)
- Officer Development Plan – Career game plan / communication tool
  - Reliance on reporting chain input – Officers and commanders / supervisors specifically address development

**developmental game plan rather than just specific job preferences**


# Acquisition Force Development Structure

**AFPC**



# Development Team (DT) Chairs

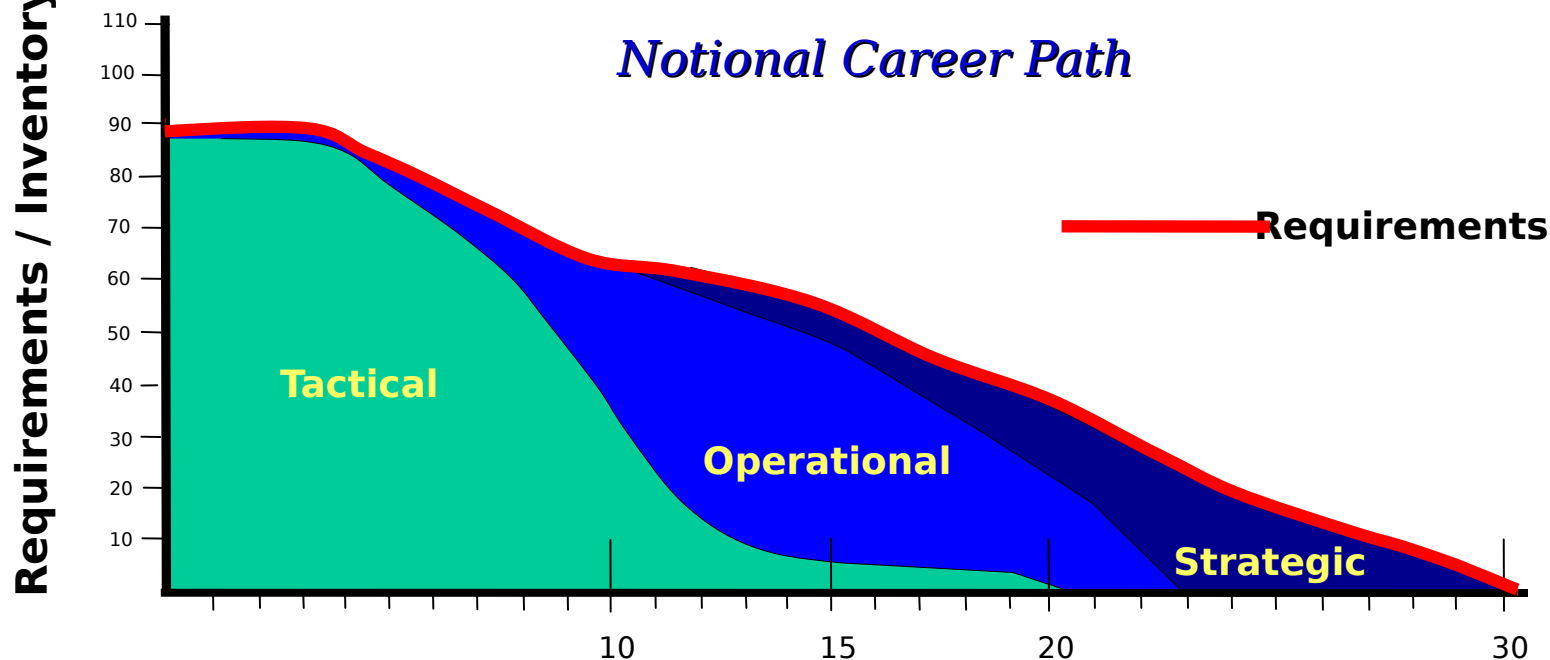
## AFPC



- 61S (Scientist): Col Kimberlin (SAF/AQRE)
- 62E (Dev Eng): Col Kimberlin (SAF/AQRE)
- 63A (Prgm Mgr): Mr Hogan (SAF/AQXD)
- 64P (Contracting): Mr Williams (SAF/AQC)
- 65F (Finance): MGen Gregory (SAF/FMB)

# Career Planning Diagram

AFPC



## Tactical (2Lt-Capt)

Gain knowledge  
Experience in primary skill  
Basic Developmental Education

## Operational (Maj-Lt Col)

Widening of experience  
Increased responsibility  
Intermediate Developmental Education

## Strategic (Col-Gen)

Breadth of experience  
Leadership perspective  
Senior Developmental Education



# What does FD mean to you?

**AFPC**



- Promotion Is Not the Objective—Deliberate Development Is
  - Advanced Academic Degrees (AAD)
    - “Square Filling” no longer valued
- Developmental Education (DE)
  - Evolution from PME to DE – More than just a name change
  - Targeted Education at 3 Levels w/ Additional Opportunities
- Assignments – new inputs into the processes
  - Targeted Developmental Assignments
- AF Force Development: <https://www.dp.hq.af.mil/dpx/dpxf/>

**Deliberate Development**

# Force Development and Assignments

**AFPC**



- DTs provide developmental vectors (not assignment vectors)
  - Assignment Teams still assign to meet AF requirements
  - DTs vector to improve assignment matches
  - Leverages functional expertise to build AF leaders
  - DT vector is an additional input to the assignment process – Does not trump AF needs
- Your input is still made through AMS and T-ODP
  - Retains and enhances use of individual and CC inputs

**Right Person...Right Place...Right Time**

# Overview

***AFPC***



- Force Development
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- Assignment Overview

# Acquisition Assignment Team

**AFPC**



Lt Col Anthony Amadeo

Maj Jeff Burnside

Maj Shane Dougherty

Maj Rob Barker

Capt Ann Schneider

Capt Ralph Bordner

Capt Adam Lenfestey  
(inbound)

Ms Robbie Fonner

SSgt Ailiyea Boyden

Maj Todd Riche

Maj (s) Tim Thomas

Capt Amy Ireland

Maj Eric Obergfell

Maj Jonathan Terry

Maj (s) Robert Jacks

Capt Emil Gawaran

**61S**

**63A**

**64P**

**65F**

# Where Do Acquisition Officers Work?

**AFPC**



- Primarily CONUS at AFMC, AFSPC, ACC, AIA
  - Spread out among other MAJCOMs, SAF, Joint
  - 61S – Expect to work across multiple MAJCOMs
  - 62E/63A – Expect to work at least two assignments at large acquisition bases (Primarily Product/Test/Logistic Centers)
  - 64P/65F – Expect to work at operational and systems levels
- Overseas
  - 61S/62E/63A (Combined) – 1.5%
  - 64P – PACAF 3%, USAFE 3%
  - 65F – PACAF 6%, USAFE 5%

# Company Grade Officers

**AFPC**



- Normally will have 3 assignments prior to Maj board
- Build technical depth (Tactical)
  - Range of assignments – breadth of experiences across different locations, levels, programs
  - Seek opportunities to gain experience in the different phases of acquisition life cycle / base-level / leadership
- Broaden Scope and Education
  - Air University opportunities as ASBC / ROTC Instructor, OTS / SOS Flight/CC (must fill positions)
  - Operational Experience – OPEX, SPEED, Deployments
  - Complete APDP Certification Level II in at least one area by Sr Capt level
- Developmental Education (BDE)
  - ASBC, SOS, AF-sponsored advanced degrees

**Deliberate Development**

# **AFPC** Operational Experience



- Operational Experience (OPEX) Tour (1st Tour)
  - Cadets selected for first assignment in space & missiles (13S), intelligence (14N), or logistics (21X)
  - Follow-on assignment in core specialty
  - Approximately 15-25% of acquisition accessions
- Special Program - Experience Exchange Duty (SPEED)
  - Officers competitively selected for 2nd/3rd assignment
    - SAEP – space & missiles
    - AIEET – intelligence
    - ALEET – aircraft maintenance
  - Expansion to Comm/Info (33S) and Civil Engineering (32E)
- Deployments

# Other Opportunities

**AFPC**



- Logistics Career Broadening Program
  - <https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/LG/lcbp3.htm>
- Air Force Intern Program
  - <http://www.afpc.randolph.af.mil/pme/0-afip.htm>
- White House Fellowship
  - <http://www.afpc.randolph.af.mil/pme/0-WhiteHouseFellow.htm>
- Olmsted Scholarship
  - <http://www.afpc.randolph.af.mil/pme/>

**Very Competitive Programs**



# Field Grade Officers

**AFPC**



- Continue technical growth – Transitioning from Tactical to Operational
  - Core 6X assignments
- Leadership
  - Seek opportunities for higher levels of responsibility
  - Sq/CC, MSG/CD, Branch/Division Chief
  - MAJCOM, SAF, Joint
- Broaden Scope and Education
  - Broadening Assignments – **You must be released by your assignment team!**
    - Other 6X
    - Instructor (81T): ACSC, AWC, ROTC PAS
    - Ops Support (16F/G/P/R)
    - Command & Control (86X)
    - Inspector General (87G)
    - Aide de Camp (88A)
    - Executive Officer (97E)
  - Continue professional education / APDP certification levels
- Developmental Education
  - DTs integrated in IDE / SDE Selection / Candidacy Process
  - ACSC Modular approach – Give officers glimpse into an AF mission outside of their particular expertise

**Deliberate Development**

# ***AFPC*** **Command Opportunities**



- Vigilant Eagle Board (13S)
- ROTC Det CC
- MSS/CC (Mission Support)
- SVS/CC (Services)
- Recruiting Sq/CC or Trng Sq/CC (AETC run boards)
- Logistics/CC (21X)
- FM/CC (Financial)
- Contracting (Must be APDP Lev II in Contracting)

**Previous experience...strong duty performance,  
CC push, and DE make you competitive**



- AF-sponsored Advanced Degrees
  - AFIT / NPS in-residence / civilian institution
  - [www.afit.edu](http://www.afit.edu)
  - [www.nps.edu](http://www.nps.edu)
- USAFA & AFIT Instructors
  - [www.afit.edu](http://www.afit.edu) and/or <http://www.usafa.af.mil/>
- Education with Industry / Labs
  - [ci.afit.edu](http://ci.afit.edu)
- Test Pilot School
  - Flight Test Engineers (FTEs)
  - [www.edwards.af.mil/tps](http://www.edwards.af.mil/tps)
- Engr & Scientist Exch Program
  - [afosr.sciencewise.com/pages/afrpgacs.htm](http://afosr.sciencewise.com/pages/afrpgacs.htm)

# Overview

***AFPC***



- Force Development
- The Acquisition Career Fields
- Assignment Overview

## Assignment Process



AFPC matches faces and spaces based on

1. Needs of AF (**Requirements/Entitlements**)
2. Officer Professional Development (OPD)
3. Officer Preferences

**AF needs / OPD always met**



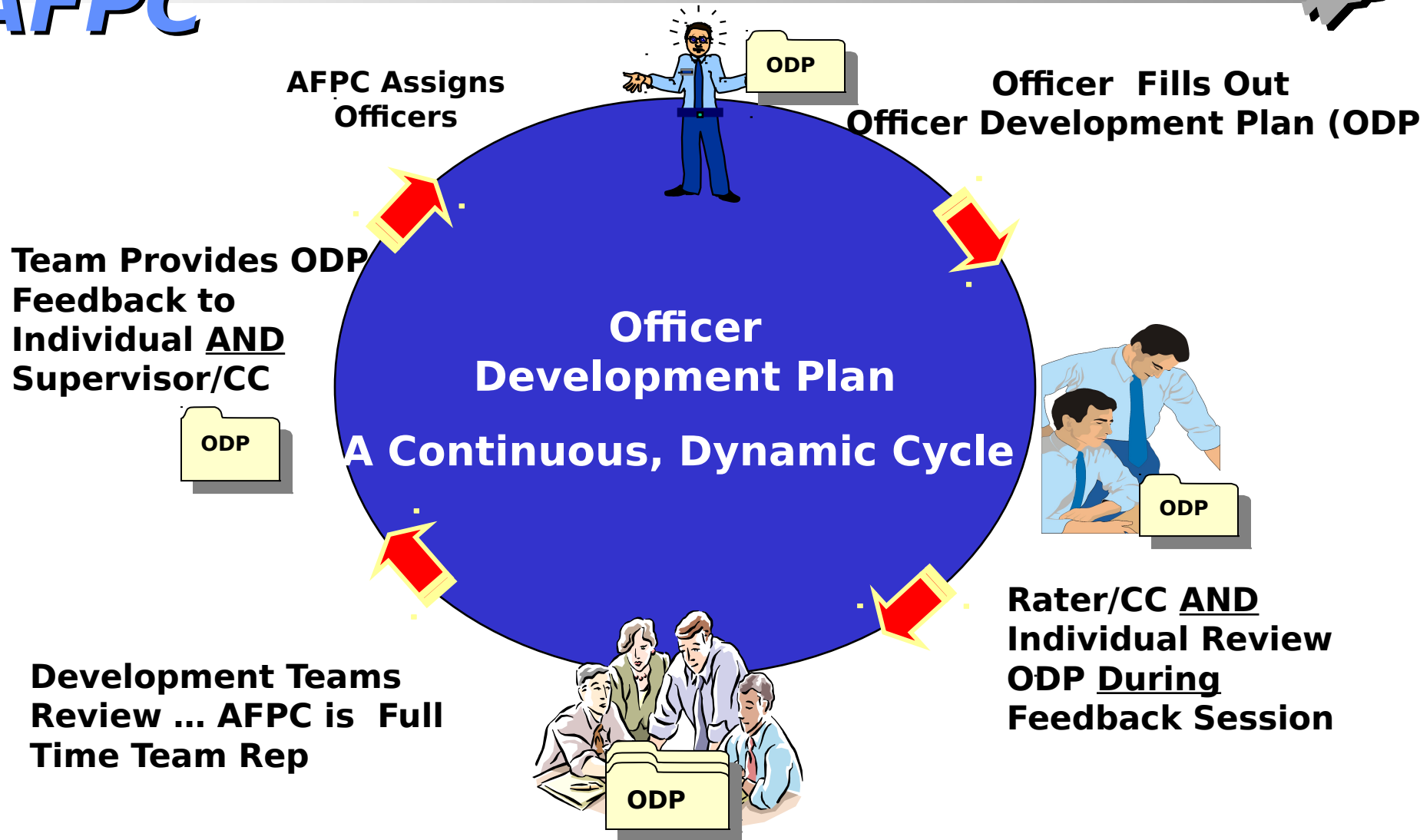
- Manning levels and needs of AF drive assignments
  - Determines if officers can/can't be released to fill positions outside core 6X
- Normal minimum TOS requirement for all assignments is 3 yrs
  - DoD directive driven by PCS budget
  - Career progression

**AF needs / Professional Development always met**



# Assignment Process

## Officer Development Plan Flow

**AFPC**



# Transitional Officer Development Plan (T-ODP)



- Communication tool between officer, reviewer, AFPC and Development Team
  - Considered anytime record is reviewed (CC/Special Selection Boards, DT Vectors)
  - Ensure T-ODP is updated prior to assignment matching
- Assignment matching **WILL** start with or without
  - We read every one (several times) during matching
  - No automatic email to assignment officers when

**Keep T-ODP updated at all times!!**



# The Realistic T-ODP Preference List

**AFPC**



**We are an expeditionary force. Overseas duty involves both TDY deployments and longer term assignments. For this block, consider only PCS overseas duty. O/S development opportunities vary by career field.**

☒ I desire an overseas short tour. ☐ I do not desire an overseas short tour. However, if chosen my preferences are:

☒ I desire an overseas long tour. ☐ I do not desire an overseas long tour. However, if chosen my preferences are:

Pref	Desired Locations (Combined CONUS and Overseas)	
	Location: <input type="text"/> <a href="#">[View CONUS Map]</a>   <a href="#">[View OS Map]</a>	Tour Type: <input type="text"/> (Leave blank for CONUS locations)
1	Germany	
2	Any OS	Any
3	Peterson AFB CO	
4	Eglin AFB FL	Any
5	Hanscom AFB MA	Any
6	Tinker AFB OK	
7	Wright-Patterson AFB OH	Any
8	Robins AFB GA	Any
9	Los Angeles CA	Any
10	Hill AFB UT	Any

**“Ideal O/S Locations”** (points to Germany and Any OS)

**“Ideal CONUS Locations”** (points to Peterson AFB CO and Eglin AFB FL)

**“Ex: Typical Acquisition Bases”** (points to Tinker AFB OK, Wright-Patterson AFB OH, Robins AFB GA, Los Angeles CA, and Hill AFB UT)

# The FLORIDA Syndrome



II. Officer Location Preferences

**Overseas Preferences**

We are an expeditionary force. Overseas duty involves both TDY deployments and longer term assignments. For this block, consider only PCS overseas duty. O/S development opportunities vary by career field.

☐ I desire an overseas short tour. ☒ I do not desire an overseas short tour. However, if chosen my preferences are:

☐ I desire an overseas long tour. ☒ I do not desire an overseas long tour. However, if chosen my preferences are:

**Desired Locations (Combined CONUS and Overseas)**

Location:  Tour Type:

[\[View CONUS Map\]](#) [\[View OS Map\]](#) (Leave blank for CONUS locations)

Pref	Location	Tour Type
1	Cape Canaveral FL	
2	Eglin AFB FL	
3	Florida	
4	Hurlburt FLD FL	
5	Kennedy Space CTR FL	
6	MACDILL AFB FL	
7	Melbourne CITY FL	
8	Orlando CITY FL	
9	SO FL Locale	
10	Tyndall AFB FL	

Same thing goes for DC, C-Springs, TX, and O/S



- List dream job follow-on (1-2 lines) and other realistic follow-ons
- Focus on types & levels of acquisition jobs
  - Don't focus on location
- Related career goals and experiences
- Personal issues (i.e. marriage, divorce, education, health, extended family, medical issues, etc.)
- Not just next job, but long term plan
  - Get feedback from rater



## DO...

- Be honest with your Assignments Team
- Fill in gaps from SURF
- Discuss all relevant personal issues - they may not be official justifications for reassignment, but the more info AFPC has, the more informed the decision
- Consider the Long View, then work backwards to the current assignment - where do you want to be?
- Ask questions locally first - your peers/CC/MAJCOM POC,

## DON'T...

- Target a single location or job - diversify
- Repeat info from SURF
- List jobs by AFPC ID # only -- include AFSC/Duty Title
- Assume that a By Name Request is a Guarantee (FGOs only)
- Assume that we remember every phone/e-mail conversation -- remind us in the T-ODP comments
- Forget that the mission comes first

**Think Officer Development**



- State recommendation for follow-on and why
- Additional information on realistic assignment opportunities
  - Alternative opportunities
- Assessment of abilities
- Anything else that CC would like to communicate to Assignment Team/DT



## DO...

- Continue mentoring officer!
- Comment on qualifications/capability
  - Make several recommendations for next type of job and level of responsibility
  - T-ODP should be consistent with officers record
  - Explain PCS timing issues: mission requirements (e.g. launch date), PRF accounting dates, etc.
- Resolve contradictions between officer and reviewer comments before forwarding to AFPC & DT
- Make sure you send prior to T-ODP due dates
  - AFPC will not see T-ODPs until you forward it

## DON'T...

- Emphasize location preferences - not added value
- Just say "Concur"
  - Reviewers must make comments to ensure proper development
- Leave the comments section blank -- No comments on the T-ODP sends a bad message about you AND the officer

**Think Officer Development**

# Assignment Cycles

**AFPC**



CYCLE	INITIAL VML	FIELD RECLAMA VML	VML POST/ LAST DAY REQS	PRD VISIBILITY WINDOW	PW DUE DATES	AFPC MATCHES ASGMTS	RNLTD
SPRIN G	19 JUL	19 JUL - 2 AUG	5 AUG	9 AUG - 22 SEP	30 SEP	SEP - OCT	FEB -MA Y
SUM	10 NOV	10 - 27 NOV	30 NOV	6 DEC - 15 JAN 16 APR	2 JAN	JAN - MAR	JUN - SEP
FALL	24 MAR	24 MAR - 6 APR	8 APR	- 27 MAY	11 MA Y	MAY - JUL	OCT - JAN

**Dates will vary slightly from yr to yr - complete T-ODP early**



- What you can't control
  - Manning levels
  - Needs of AF
- What you can control
  - Updated Record – OPRs/Decs/SURF/T-ODP
    - AFPC looks at your record to determine qualification/professional development
  - Communication with subordinates, supervisor, peers, AFPC
    - Mentorship
    - Chain-of-command



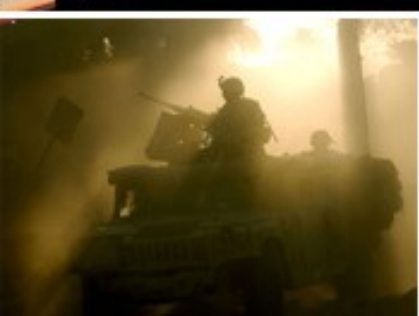
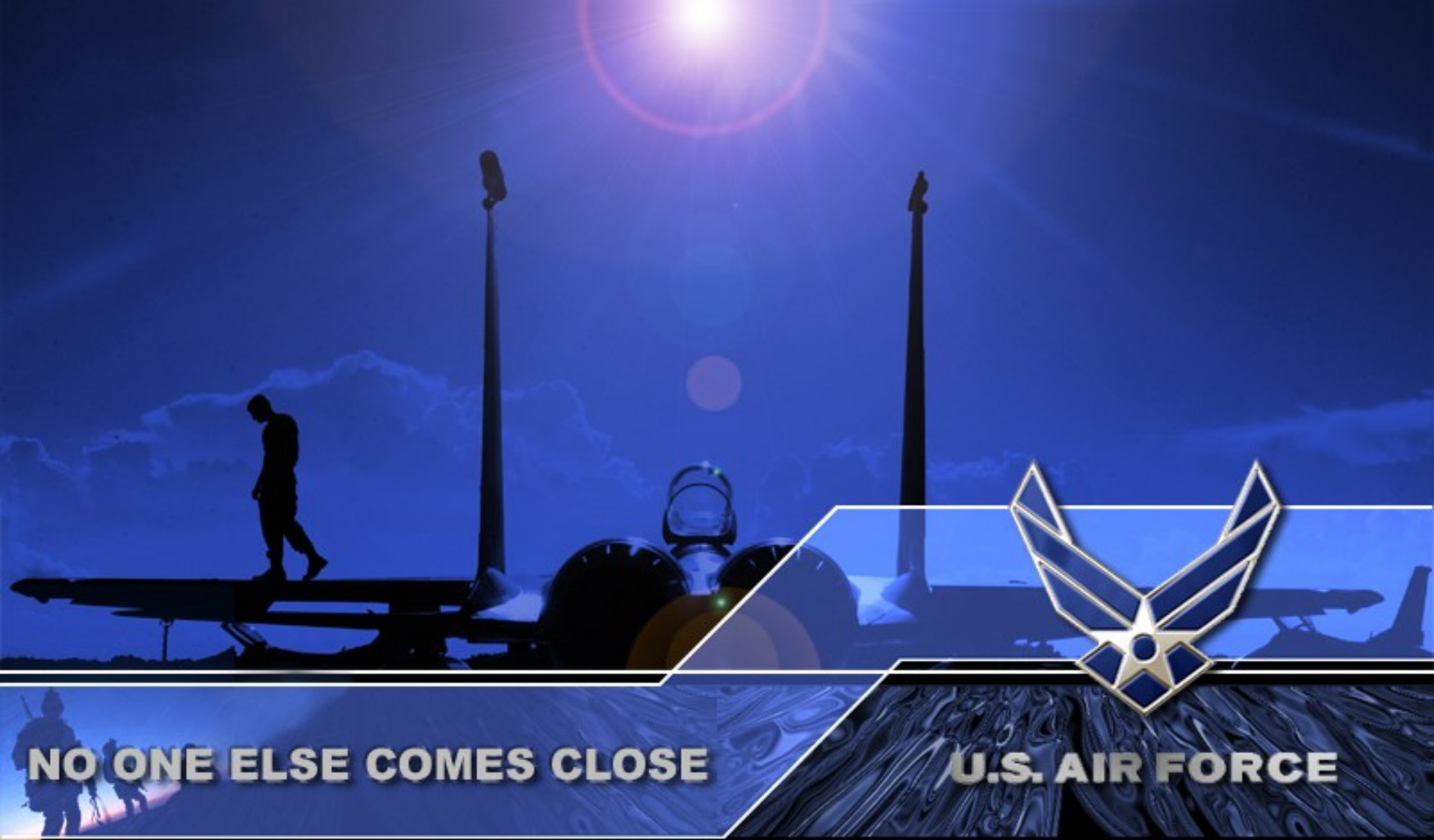
# Summary

# AFPC



- Force Development: Many changes to all aspects of assignments and personnel growth
- T-ODP is your key input – Establish a long range plan
  - Job progression – increasing responsibility
  - Different organizations, levels, places
- Developmental Education – mandatory!
- Special Opportunities – Take advantage of these programs
- Most important job is the one you're in – Bloom where planted!
- Use your info sources: CC, peers, other AFSCs, AFPC





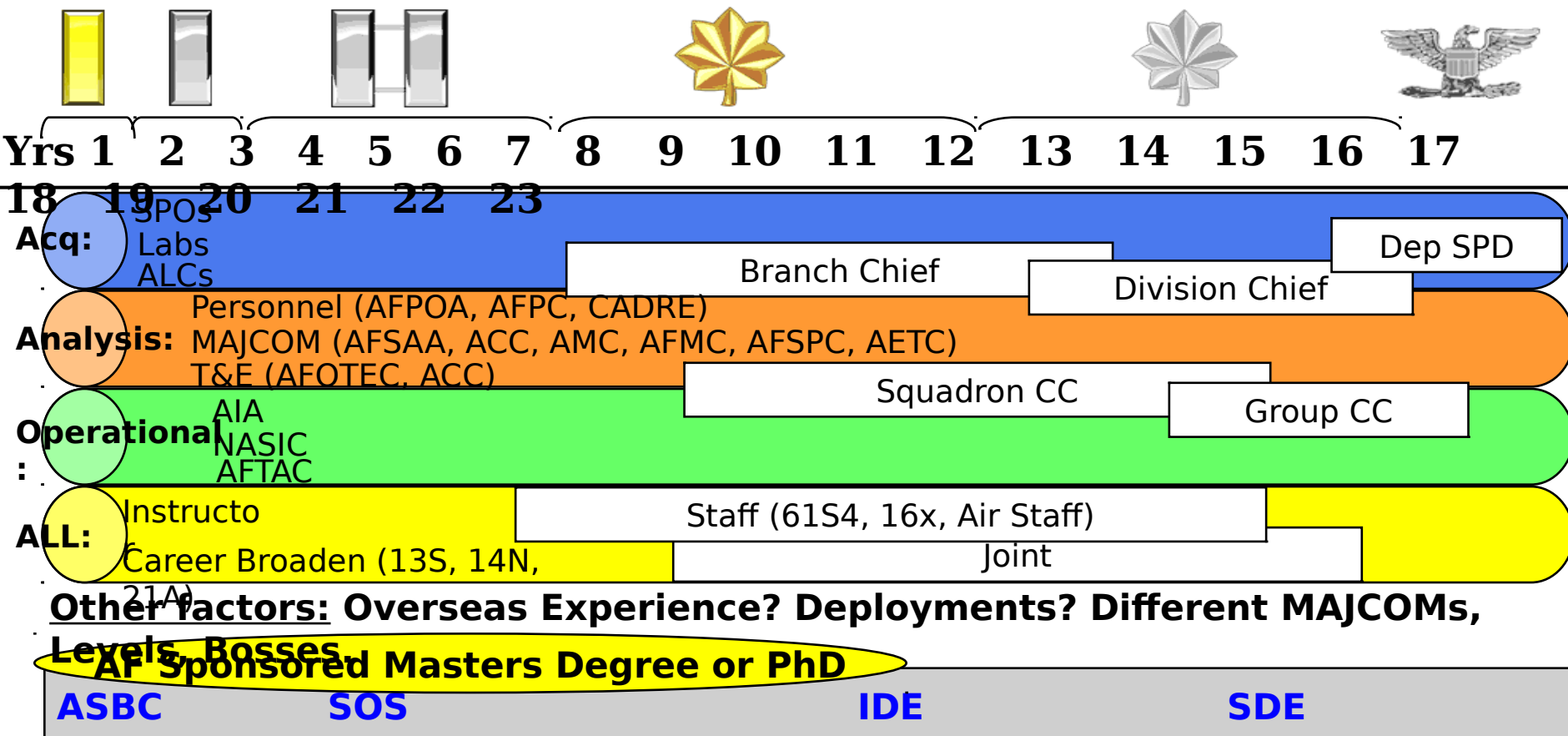


# BACKUP SLIDES



# 61S Professional Development

U.S. AIR FORCE



**Depth** (multiple jobs in a pipe) **AND Breadth** (jobs in more than 1 pipe)

**Focus on right program, right school, right timing, right development—not square filling!**

# 61S Issues

## ***AFPC***



- ***MANNING!***
  - **Capt. Analysts: 80 Assigned, 200+ Authorized!**
  - **Physicists filling Analysts jobs, creating manning issues for Physics**
  - **Limited releasability: SPEED, Rated (Pilot, Nav), Combat Controller/Combat Rescue**
  
- *Advanced Academic Degrees*
  - **Compete for AF sponsored degree!**



# 62E Professional Development

U.S. AIR FORCE



Yrs 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

18 19 20 21 22 23

Acq SPO (Early lifecycle)						Sq/CC			Sq/CC			Sq/CC			Gp/CC	
Ops (OPEX/SPEED/62E Ops Sp						Acq Ldr (62/63)			Dep Gp/CC			Dep Gp/CC			Dep Gp/CC	
Other (Instructor, Lab, ALC, etc)						Air Staff			Acq Ldr			Acq Ldr			Acq Ldr	
AAD						Joint			Air/Jt Staff			Air/Jt Staff			Air Staff	
						MAJCOM			MAJCOM			MAJCOM			Joint	
						Instructor			Instructor			Instructor			MAJCOM	
						Non-62/63			Non-62/63			Non-62/63			Non-62/63	

ASBC SOS IDE SDE

APDP I APDP II APDP III

**Masters Degree or PhD**

Focus on right program, right school, right timing, right development—not square filling!

Other factors: Operational Experience, Deployments, Different MAJCOMs, Levels, Bases. Depth AND Breadth.

# 62E Issues

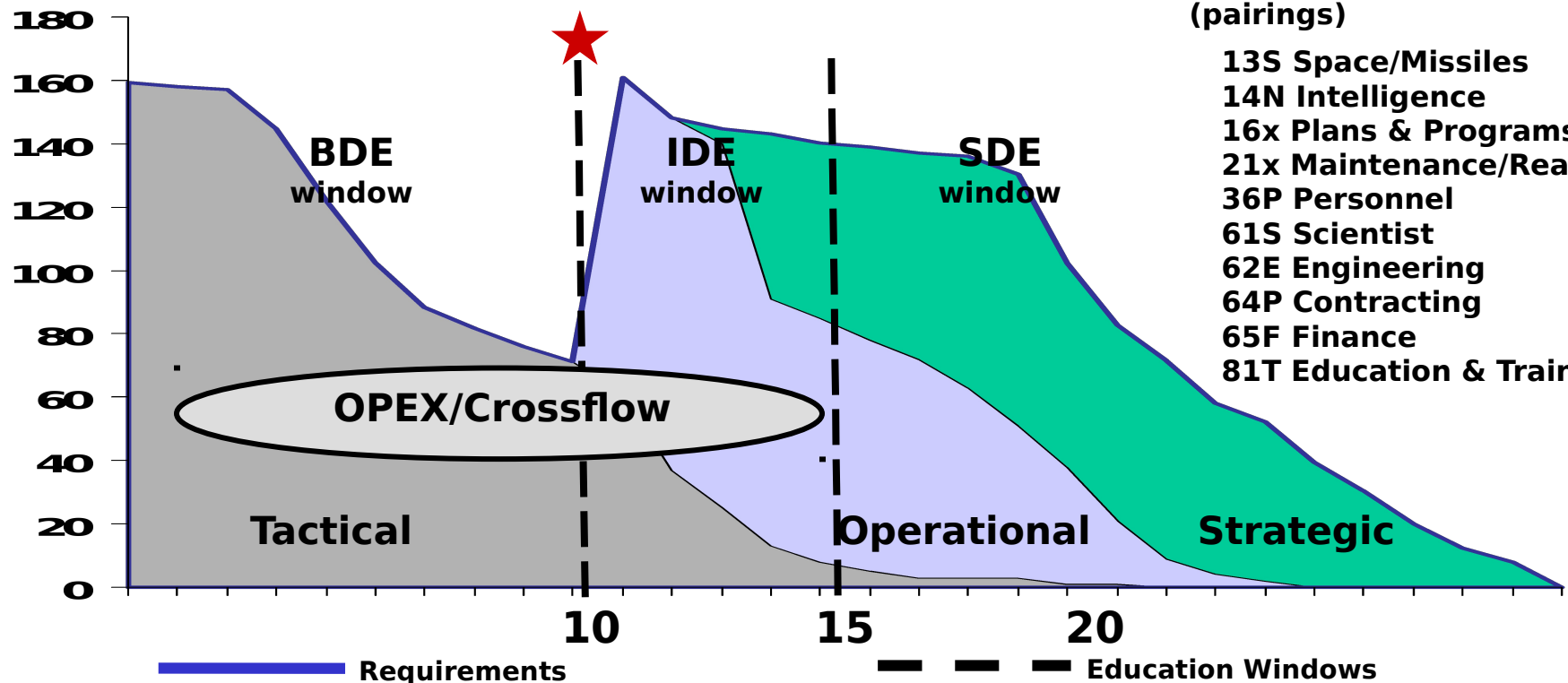
**AFPC**



- Manning
  - 50% manned for Capts
  - Limited releasability for CGOs
    - Exceptions: AU instructor, competitive programs (SPEED, AFIT, etc.)
  - 75-85% manned for FGOs
- Stove-piping
  - Limiting to one area (academia, aircraft, space, test, etc.) restricts future opportunities and ability to meet future requirements
- Advanced Academic Degrees
  - DT values AF-sponsored technical degrees (i.e. Engineering/Systems Engineering)
  - Supports sending officers to pursue technical degrees full-time

# 63 Career Planning Diagram (CPD)

**AFPC**



Occupational Skills Requirements (pairings)

- 13S Space/Missiles
- 14N Intelligence
- 16x Plans & Programs
- 21x Maintenance/Readiness
- 36P Personnel
- 61S Scientist
- 62E Engineering
- 64P Contracting
- 65F Finance
- 81T Education & Training

## Tactical

SPO  
ALC  
Test  
Lab  
Instructor

## Operational

Div/Branch Chief  
Air Staff  
Joint  
Instructor  
Sq/CC  
Development Asgn

## Strategic

Prog Mgr/Dir  
Air Staff  
OSD/JCS  
MAJCOM  
Development Asgn

★ The 63A AFSC senior CGO requirements drop sharply, and then spike back up at FGO. Current sustainment levels are maintained by crossflows from the other 6x AFSCs at FGO level.

40 40



# 63A Current Issues

**AFPC**



- AAD Masking on Officer Selection Brief Thru Col
  - AFIT Students will have Training Report
- AFIT Degrees
  - FY06 BDE Target -- 50 Quotas **w/ Acq sanctioned degrees**
- Current Manning
  - Lt is currently >300%
  - Capt is finally turning the corner
  - Maj/Lt Col rates hover around 70%
  - Current manning disparity among the Centers (SMC/ESC/ASC)
- EWI
  - New Program Emphasis
  - More Rigorous Selection Process
  - Goal is to qualify for IDE credit

**More broadening  
opportunities coming  
available**



# 64P Professional Development

U.S. AIR FORCE



Yrs 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

## DEVELOPING TECHNICAL SKILLS

- ☐ Contract Specialist Skills
- ☐ APDP Level I Certification
- ☐ Staff and Support Skills

## DEVELOPING TECHNICAL SKILLS

- ☐ Contract Specialist/Procurement Analyst Skills
- ☐ APDP Level II Certification
- ☐ *APDP Level III Certification*
- ☐ *Level I Certification in Other*

## SHARING KNOWLEDGE

- ☐ Mentoring Junior Personnel
- ☐ Developing/Teaching Training Courses
- ☐ Developing and Communicating Vision
- ☐ Developing/Implementing Policies and Procedures

## DEVELOPING FUNCTIONAL BUSINESS SKILLS

- ☐ Contract Negotiation
- ☐ Price Analysis
- ☐ Contract Writing Systems

## DEVELOPING ENDURING COMPETENCIES

- ☐ Leading People and Teams
- ☐ Leading the Organization
- ☐ Translating Strategy
- ☐ Driving Execution
- ☐ *Leading Change*

## DEVELOPING ENDURING COMPETENCIES

- ☐ Leading People & Change
- ☐ Business Acumen
- ☐ Building

## EDUCATION

- ☐ Bachelor's Degree
- ☐ 24 Semester Hours in Business
- ☐ *Master's Degree*

## EDUCATION

- ☐ Bachelor's Degree
- ☐ 24 Semester Hours in Business
- ☐ *Master's Degree*

## EDUCATION

- ☐ Bachelor's Degree
- ☐ 24 Semester Hours in Business
- ☐ Master's Degree
- ☐ *Dual Master's*

# 64P Issues

***AFPC***



- High Ops Tempo for Contingency Contracting officers
- New AFMC organizational restructure adding 5 new SQ/CCs



# FM Professional Development

U.S. AIR FORCE



Yrs 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

18 19 20 21 22 23

Dep FSO	Chief, FSO	MAJCOM		Sq CC	Sq CC	Dep Grp CC	Grp CC
Dep FMA	Chief, FMA	Joint		MAJCOM	AFCAA	Acq Ldr	ABW CC
Acq SPO	Acq SPO	Acq Centr		Acq Centr	MAJCOM	Joint	Acq Ldr
	Instructor	Instructor		Joint	Air Staff	Air Staff	Joint
	Develop.	Air Staff		Air Staff	Joint	MAJCOM	Air Staff
		Develop.		Develop.	Develop.	Develop.	MAJCOM

ASBC SOS IDE SDE

BFMOC FMSOC PMCS

**Masters Degree or PhD**

Focus on right program, right school, right timing, right development—not square filling!

**Other factors:** Overseas Experience? Short vs. Long tour? Deployments? Different MAJCOMs, Levels, Bosses. Depth AND Breadth.

**Your FM Officer Assignment Team: "We're in the People"**